

March 30, 2010

STATE UNIVERSITY OF NEW YORK

Strategic Plan

[COVER]

THE POWER OF SUNY
Strategic Plan 2010 and Beyond

[INTRODUCTION]

SUNY'S MOMENT—AND NEW YORK STATE'S OPPORTUNITY

We believe in New York State's potential to be one of the most vital, resilient, and inclusive economies in the global marketplace.

And we believe that the 64 campuses of SUNY can drive that ambition and make it a reality.

There is a growing and welcome recognition that in a knowledge economy, institutions of higher education can—and must—be pivotal in generating growth and revitalizing communities.

As Chancellor, I am convinced SUNY can carry out this role for New York in ways that will set a standard for the rest of the nation—while making life better for people across the Empire State.

Our sources of inspiration are powerful and enduring. As the world's largest comprehensive system of higher education, with 465,000 students and 88,000 faculty and staff, SUNY represents an expansive re-imagining of one of the great American reforms: the land grant university. Created by acts of Congress in the 19th century, land grant universities in essence leveled the playing field, making it possible for every person and every community to experience higher education's transformative power. The land grants focused their research on contemporary problems. Their extension services brought the expertise of the university directly into people's homes and communities in the form of health advice, home economics and agriculture. And by giving tangible form and demonstrated value to college education, the land grants encouraged ordinary Americans to embark on new pathways to a wider and better future.

We also are animated by the legacies of two legendary New York governors. Thomas E. Dewey saw in SUNY a means to rout the pervasive ethnic and racial discrimination that defined much of American higher education for two centuries. Nelson A. Rockefeller believed that the people of New York deserved campuses that reflected their talents and aspirations, and spearheaded a massive infusion of construction and infrastructure development.

The magnitude of our potential is breathtaking. The power of SUNY is not confined to one or two dots on the state's landscape, or to a cluster of institutions that share similar qualities. We are literally all over the map, with 64 unique learning environments for every type of student, every stage of life, and every kind of passion. In the field of health care alone, SUNY educates thousands of students each year for medical, dental, optometry, pharmacy, research, nursing, paramedicine, allied health, and biomedical careers.

SUNY is truly a universe of knowledge, encompassing every field of human inquiry - disciplines that range from music to mechanics, and perspectives from the molecular to the macroeconomic. Like the global marketplace, SUNY is “always on” - constantly seeking, generating, analyzing, and sending knowledge back into the world in the form of educated students, informed citizens, revitalized communities, and experts who transform entire sectors. Whether it's a forestry program upstate, a nanotech center in the capital region, a fashion institute in Manhattan, or a

marine studies center on the shores of Long Island, SUNY's reach and impact—especially in terms of individual lives—is without peer in the world. SUNY faculty and alumni are Nobel Laureates, members of the National Academy of Sciences, and Pulitzer Prize winners.

As individual campuses, we have accomplished a great deal. What we have not done as well is encourage our disparate parts to work together. We believe there's an untapped power in the interconnected SUNY system. Imagine the competitive advantage for New York State if SUNY institutions joined forces as never before, pooling knowledge, pushing and building on each other's ideas, and collaborating in ways that connect and deploy our distinctive capabilities to the fullest extent possible. Imagine the impact if, from this day on, we worked toward a common goal: to put New York State in a category of one, just like SUNY already is.

With this plan, we are pushing the “reset” button on SUNY – preserving our strengths as places of learning, searching, and serving, but at the same time introducing a new way forward, one that will align our purpose with New York State's needs and opportunities.

This is the power of SUNY: building on the ideals of the land grant mandate – relevant research, outreach to communities, access for everyone - and a homegrown passion for possibility, we will create a seamless system of higher education, with the collaboration, partnerships, and affiliations that will make the whole of SUNY demonstrably greater than the sum of our parts. We will leverage our unrivaled scale and diversity to become New York's home advantage.

We're on a journey of a lifetime--and one I wouldn't miss for anything. On behalf of the State University of New York, I invite you to join us.

Nancy L. Zimpher

[ACADEMIC MISSION]

“TO LEARN, TO SEARCH, TO SERVE”

Most strategic plans for educational institutions are inwardly focused. This one most decidedly is not. But everything we aim to do remains grounded in the three imperatives on our seal. They evoke the centrality of education, the spirit of inquiry, and the full participation in civic life that we expect from our students, our graduates – the entire SUNY universe.

* [LEARN] **We are first and foremost a community of teachers and learners.** Courses, disciplines, and degrees may evolve, but our dedication to the exchange of knowledge from generation to generation is a constant.

[SEARCH] **We find and create meaning in our universe.** The driving spirit behind research and discovery is the conviction that frontiers demand exploration, that conventional wisdom needs to be questioned, and that each discovery takes us to a new horizon of understanding.

* [SERVE] **We are concerned and involved citizens.** We have a stake in our community. We direct our skills, our knowledge, and our best intentions toward making a profound and lasting difference where we live—close to home and around the world.

OUR CORE VALUES

STUDENT-CENTEREDNESS

The student is at the heart of all we do.

The learning and growth of our students come first and crystallize our purpose as a system. We tear down the barriers that discourage people from pursuing their higher education goals. We use innovative teaching tools and formats to make the most of individual learning styles. We continually look for new ways to provide academic, personal, and financial support. Our geographic reach, our ability to attract the best minds in teaching and research, the quality of our facilities and resources, and the breadth of our programs—all of these exist to benefit our students.

COMMUNITY ENGAGEMENT

In our communities, learning goes both ways.

In every community or neighborhood where we have a campus, SUNY is both teacher and student. The needs and perspectives of our communities inform what we do and how we do it. Our communities are the very best proving grounds, constantly pushing us to be more meaningful and relevant to the lives of those around us.

DIVERSITY

Diversity makes us stronger and smarter.

We respect, encourage, and promote all aspects of human difference—whether in terms of background, interests, age, race, or stage of life. Diversity enriches our lives and the educational experience: it invigorates conversations, awakens curiosity, and widens perspectives. Diversity also ensures that our campuses mirror the rapidly changing world, creating an environment that prepares our students to be culturally competent so they can succeed anywhere. Our diversity is SUNY's edge.

INTEGRITY

Integrity and collegiality are the bedrock of our enterprise.

Trust and a shared sense of responsibility are essential to an enterprise of our size. Open, honest relationships allow us to cut to the chase and speak the truth. When we demand of each other the highest standards of integrity and academic freedom, we create a collegial community that can confidently explore new frontiers, vigorously debate ideas, and learn from mistakes.

COLLABORATION

Collaboration makes our expertise more powerful.

Partnerships and alliances, both within and outside the SUNY system, have a multiplying effect. When our campuses join forces with each other and with organizations outside of SUNY, we amplify our expertise, resources, and geographic reach in new and often unexpected ways. When we acknowledge common goals and approach problems in a spirit of reciprocity and flexibility, we achieve far more than when we labor alone.

[BREAKER PAGE]

SIX BIG IDEAS

Our ambitions are focused. On the following pages are six interdependent areas of opportunity and challenge where we have determined SUNY can make the biggest difference for the State of New York. For each area, we describe why and give three examples of "how," each of which will lend itself to measurement and evaluation. We also show how each will advance our commitment to diversity.

Even an institution as large and multifaceted as SUNY can't tackle every challenge or fix every problem. But by linking our resources and talents in targeted, measurable ways, we will chart a better path to the future for New York State and create new models of action for the world.

[RESEARCH AND INNOVATION] **SUNY AND THE ENTREPRENEURIAL CENTURY**

Research and innovation have long been hallmarks of American higher education. But in the 21st century, knowledge creation is no longer enough. Economic growth depends on translating that knowledge into tangible, measurable benefits—from more patents issued to more grants won to more jobs. This shift demands an entrepreneurial mindset—a way of thinking determined to create and shape new markets.

Entrepreneurial skills are not specific to a single discipline, profession, or area of expertise. To succeed as an entrepreneur, a designer of textiles needs the same know-how as a designer of semiconductors. SUNY has untapped potential to cultivate entrepreneurial thinking across our entire learning landscape.

And it's know-how that New York State has been missing. Nationally, 43 percent of start-up founders established their companies in the same state where they received their academic degree. But among founders graduating from universities in New York, only half that amount - 21 percent - established their start-ups in our state. (For comparison's sake, nearly 70 percent of founders who graduate from California institutions stay in that state to found their start-ups.) We need to follow the lead of the most fertile states for entrepreneurs and engage more local industries and local venture capitalists with our students, labs, and campuses. Given the huge number of institutions at SUNY and the number of venture capitalists in New York State, the potential to turn the tide in our favor is enormous.

We have extraordinary resources to build on: \$1 billion annually in research expenditures, more than 10,000 research projects across 64 campuses, significant infrastructure, strong existing public/private partnerships, and some of the best faculty and students in the world. One of our biggest barriers is siloed thinking: We need to look at how we can combine our many diffuse pieces to address national research gaps. Our individual institutions don't have to do it all themselves—they can invest in infrastructure more cost-effectively and make more compelling cases for public and private funding when they work collaboratively. The more we can integrate, the greater our potential impact on the State's economy.

SUNY STARTUP

Taking advantage of the untapped potential in our communities, SUNY StartUP will create programs that invite successful local entrepreneurs onto our campuses to advise and serve as mentors for our students and professors. These experts will bring real world knowledge on every phase of the entrepreneurial process: how to choose the right ideas, fund them, shape them into businesses, and grow them to full scale. SUNY StartUP will not just be a one-way street: our students and researchers will also go out into their communities, putting their fresh ideas and energy directly to work for local businesses. And by adding courses on entrepreneurship for students and faculty throughout the system, we will permeate the state with an entrepreneurial mindset and create a cadre of idea generators and job creators.

SETTING THE STAGE FOR INVESTMENT

Research and innovation don't come cheap. Using our statewide scale and our access to the world's most creative and flexible financial markets, SUNY will develop strategies to draw in the full suite of investors – including federal, state, private and venture capital, and even grant funding – and get it where it's needed to support innovation. We will leverage our size and strength to become the go-to destination for critical basic and applied research in areas like energy, health sciences, and nanotechnology. Much as SUNY Research Excellence in Academic Health is building a collaborative biomedical platform that creates the scale and credibility needed to attract significant financial support, so will all of SUNY's research talent work together to grow our market share of research funding.

SUNY-INC

SUNY has some of the world's best researchers working on innovative and highly-marketable ideas across the state, but too often their work has not been coordinated, and many of our smartest ideas have been slow to translate into actual products and solutions. We want to create a true development chain that links all the players in a fast-track process, from concept all the way to commercialization. SUNY-INC (Incubator New Companies) will start with a local research team in one area – say, health and life sciences, or energy - and align that team with researchers on other SUNY campuses and at other public and private organizations across the state. Taking advantage of our unequalled statewide reach and our network of incubators and economic development centers, SUNY-INC will funnel their discoveries to successive experts along the chain, promoting and tracking the concept through each development stage, from design to manufacturing, marketing, and even job training. The end result: new companies, new jobs, and the growth of a new economy.

[BOX]

DIVERSITY COUNTS

At SUNY, we believe the entrepreneurial community should be as diverse as the world is. Yet pockets remain in which minorities and other groups are vastly underrepresented. Study after study has linked the shortage of women and minorities in the STEM fields – science, technology, engineering and math - to inadequate K-12 education and the persistent stereotype that math, science and technology aren't for girls and minorities. SUNY will play a powerful role in reversing both trends by promoting STEM studies all along the education pipeline and making sure all students develop the logical thinking, problem solving, and analytical skills they'll need to become scientists, researchers, innovators and entrepreneurs.

[EDUCATIONAL ATTAINMENT]

SUNY AND THE SEAMLESS EDUCATION PIPELINE

Experts say in the years ahead about 45 percent of job openings will require at least some college experience, and the 30 fastest growing fields already demand a minimum of a bachelor's degree. At first glance, New York State may seem well-positioned for this new age - the state has long been recognized for its achievements in educational preparation and degree attainment. In reality, however, more and more our young people are being sidelined from the knowledge economy. A third of New York State students today never graduate from high school. Another third who do graduate lack the skills they need to succeed in college.

Working adults face equally discouraging odds. Skills and experience that once served them well are now overshadowed by the enormous changes—technological and otherwise—that are transforming markets. We must help our population retool.

We need to think of education in New York State as a pipeline that extends from birth through retirement years, and look for ways to minimize attrition. Targeting our resources wisely, we can make a huge impact on the individual and collective prospects of New Yorkers.

THE URBAN-RURAL TEACHER CORPS

Contemporary teacher education generally consists of three parts: classroom time, a semester-long student teaching assignment, and an internship that varies depending on the student teacher's preparation regimen. Our teachers require far more, particularly those in high need schools. SUNY's Urban-Rural Teacher Corps represents a thorough rethinking of teacher preparation. Employing classroom simulations as well as extended, structured classroom experience, the Corps will offer real world experience akin to the clinical training medical professionals undergo. True to its name, the geographic scope of the Corps will be far wider than many teacher preparedness initiatives, ensuring that all New York's children - whether in urban or rural communities - will know the rewards of learning from great teachers.

CRADLE-TO-CAREER SUCCESS

SUNY communities are rich in clusters of expertise. If we could knit that knowledge and energy together, it would mean a world of difference to young people whose educational futures are at risk. Each of our campuses will create community-based networks of professionals and enterprises in education, health care, business, and social services that can be activated at pivotal moments of a child's life, and provide *evidence-based interventions* to close gaps in the pipeline. We'll also ease educational transitions with SUNY-wide transfer agreements between our community colleges and upper division programs. Our goal is to lead every student, no matter how vulnerable, through the education system and into a career in the 21st century workforce.

SUNY WORKS

With our pooled knowledge of the New York State economy, as well as our on-the-ground view of our communities, SUNY campuses can be powerful forces for combining classroom-based learning with work experience. We'll make cooperative education, which integrates academic work with paid professional experience, a signature SUNY experience throughout the system,

including graduate students and adult learners. We'll accelerate our initiatives in on-site customized education for employees, so both businesses and individuals can re-engineer existing skills to fill gaps in the local labor market. Finally, education will become a core benefit of working at SUNY, with a special emphasis on reaching those who have had limited access to higher education. We want every member of the SUNY community to benefit from the increased productivity, career mobility, higher income, and better quality of life that are a direct benefit of educational attainment.

[BOX]

DIVERSITY COUNTS

In the national epidemic that is our high school dropout rate, children living in poverty and low-income minority students unquestionably fare the worst. Across the country, barely half of African American and Hispanic students earn high school diplomas with the rest of their class. To reverse this trend, we will expand our partnerships with community leaders on strategies that target the interlocking problems that so often thwart the ambitions and capabilities of at-risk students. These programs run the gamut from early intervention to counseling and mentoring, health and mental health services, and financial support. Supporting these students as they meet their educational targets, obtain their degrees, and join the workforce is one of the most powerful contributions we can make to our state's prosperity.

[HEALTH AND WELLBEING]

SUNY AND A HEALTHIER NEW YORK

New York’s medical and health dilemmas mirror those of our nation. Our population is aging, and we spend far too much of our state budget on health care. Disparities in access plague the system. We face critical shortages in our health care workforce. Spiraling costs are bankrupting families. And too many New York children come to school every day with health problems that undermine their ability to learn.

No other organization, public or private, can so powerfully address these challenges and improve the quality of life in New York State as SUNY. We have field-tested knowledge that covers the entire state. Our researchers are generating new insights into everything from HIV/AIDS to personalized medicine to cardiovascular disease. Our four Academic Health Centers alone treat more than one million patients annually—including the sickest, the most vulnerable, and the most diverse populations. We see firsthand where and how the safety net is fraying or failing, and we can bring about pragmatic, fundamental reform.

At the same time, we can capitalize on what we already know—which is considerable—and how we need to evolve to become a powerful force in the American health care environment. The economic potential and global influence of a unified SUNY system has yet to be realized. Working together, we can become a “Silicon Valley for health care.”

THE RIGHT HEALTH PROFESSIONALS IN THE RIGHT PLACES

We’re proud that SUNY graduates dominate New York State’s health care workforce, and that our individual campuses offer programs in the healing professions that encourage students to work in rural and underserved areas. Now we need to get more of our graduates to more places, ensuring that access to care isn’t dependent on zip code. In particular, we will create educational pathways so that students already living in rural areas can pursue health careers in their home communities.

THE SUNY WELLNESS NETWORK

Prevention and wellness programs are proven, cost-effective way to improve our health and our health system. But most initiatives are short-term, geographically fragmented, and treat people as if they lived in clinical settings rather than real life. SUNY has experts and programs throughout the state that address every aspect of keeping people healthier: outreach, clinical care, health education, acute care, and biomedical research. Equally important, we have institutional stamina. By convening our system-wide knowledge, the SUNY Health Promotion Network will establish statewide health goals in areas like obesity, smoking cessation and the prevention of chronic illness and then mobilize on-campus and community resources to get results that save lives and money. A dedicated web component means New York and the world will benefit from our knowledge and follow our progress.

SUNY SCALE

Everyone benefits from evidence-based medicine – whether it’s a patient choosing a doctor or hospital, a policymaker trying to implement new reforms, or a health care company developing new products. But evidence-based medicine demands thoroughly tested standards for safety, quality and effectiveness. SUNY’s many health care delivery mechanisms, our ability to collect

vast amounts of data, and our strengths in behavioral research make us uniquely qualified to test, develop and refine national and international standards for treatment and delivery. The product of this knowledge, SUNY Scale, will help determine the best interventions – putting New York State at the forefront of effective, outcome-based health care.

[BOX]

DIVERSITY COUNTS

Across New York State, low-income populations and racial and ethnic minorities are far more likely to get sick and injured than other groups, and far less likely to get the care they need. Only a concerted, multi-pronged campaign will close these gaps. SUNY's breadth of health care expertise gives us a powerful role in coordination with national, state and local partners. But to meaningfully address health matters, providers have to know the people they serve. SUNY's nurses and doctors, social workers and midwives, clinicians and statisticians are geographically dispersed – they live and work among the people they serve. But we can do more to diversify that workforce so that our providers connect more closely with the populations they serve.

[ENERGY AND SUSTAINABILITY]

SUNY AND AN ENERGY-SMART NEW YORK

The alarms have been sounded again and again on the consequences of climate change and overdependence on fossil fuels. Meanwhile, New York State's energy costs have escalated to 50 percent above the national average – a burden that makes our businesses far less competitive and places enormous financial strain on households. The time to act is now, and SUNY, New York's renewable resource for ideas, is ready to lead.

Many of our initiatives in this field are already in the vanguard of research and discovery, particularly in the areas of renewables, energy storage systems, interoperability and cyber security, sensors and energy control systems, and the energy applications of nanotechnology. We have productive partnerships with a wide range of private and public enterprises to tackle the multifaceted challenges of sustainability. We also have extensive degree, certificate, and non-credit programs related to energy and sustainability and training for green jobs.

What's missing is a coordinated, focused approach. By changing that, we can exemplify how a large-scale, geographically far-flung institution can turn promises into genuine progress.

SUNY SMART GRID

What is a Smart Grid? Incorporating information technology and communication tools, a Smart Grid transforms the current "electricity grid" into one that is cleaner, safer, and more reliable and efficient. Among other things, a Smart Grid accepts energy from virtually any fuel source (including solar and wind); allows consumers to tailor their energy consumption to individual preferences (like price or environmental concerns); senses system overloads and reroutes power to prevent outages; resists attacks and natural disasters; and slows the advance of global climate change. A Smart Grid will help drive down New York's excessively high energy costs while creating jobs in our state. SUNY is a founding member of The New York State Smart Grid Consortium, and, as its own "grid" of colleges and universities in every corner of New York, we are uniquely suited to help invent, test, commercialize, train and educate for this energy revolution. We will lead the way in making Smart Grid a reality for New York.

NEW YORK AS A GREEN INCUBATOR

When it comes to green energy, SUNY and New York State are already rich in talent and resources. We have an incomparable base of experts in both academia and industry who are researching, analyzing, developing and commercializing cutting-edge energy initiatives, and we are one of only ten states with a major Department of Energy laboratory – Brookhaven National Laboratory. But our resources are geographically dispersed, and our projects sometimes fall short of their potential because of a lack of coordination. We want to develop an integrated network of energy specialists from academia, industry, and the public policy arena who will marshal our collective knowledge and fast-track our strategies, putting us on the leading edge of opportunities. And we will tap into more and different kinds of financing - including venture capital and angel investment funding - to place New York at the forefront of the clean energy economy.

LIVING SMART

SUNY is among the state's largest energy consumers. Now, we need to be its smartest. While each of our campuses has a sustainability coordinator and committee, and while we've established stringent energy standards for new buildings and renovations, we can and must do much more to shrink our carbon footprint. We will reduce SUNY's system-wide energy consumption by at least 30 percent over the next decade by becoming the nation's first system of "energy smart" campuses. Our 465,000 students, meanwhile, represent a potential critical mass of green thinkers and doers, especially if we offer courses and degree programs that equip them with the best thinking and practices. And if our campuses get it right, our communities will too.

[BOX]

DIVERSITY COUNTS

It's no surprise that across the country, toxic sites are all too often located in the poorest neighborhoods. Wherever land is cheap, that's where the most polluting industrial infrastructure can be found. At SUNY, we believe all people deserve to live in clean and healthy neighborhoods. Our experts in public health, the environment and community planning will work to ensure that environmental and public health hazards do not disproportionately affect minority and vulnerable populations. We will develop strategies to help communities take part in the crucial planning decisions that so profoundly affect their quality of life, and, when necessary, help them claim their rights.

[QUALITY OF PLACE]

SUNY AND THE VIBRANT COMMUNITY

Wherever New Yorkers come together as a community, SUNY is there—a remarkable 97 percent of all New Yorkers live within 20 miles of a SUNY campus. Many of our campuses proudly bear the name of their home city or town. All of them serve as the local crossroads, enabling people from many different backgrounds to meet and deepen their mutual sense of belonging. Even in a “flat world,” the SUNY campuses stand as testimony to our powerful attachment to place.

As more and more communities worry about “brain drain,” SUNY campuses act as a natural magnet for young, talented, and creative people—the intellectual firepower that’s so critical to economic development in the 21st century. SUNY graduates also become neighbors, volunteers, teachers, first responders, employers, community organizers, and leaders. They are the people who make communities work.

SUNY is especially proud to be a source for arts-and-culture programming that invites students and community members to hear new voices and look from new angles, connecting us to one another as no Smartphone ever can. Our cultural efforts not only make life richer for everyone, but are critical stepping stones in the development of a new creative economy.

As other traditional anchor institutions cut or loosen local ties in the face of economic turbulence and globalization, SUNY’s role in sustaining quality of place becomes even more necessary. Now we need to act with greater intentionality across our entire system, undertake initiatives that leave “tracks on the ground,” think both regionally and thematically, and make the most of the fluid boundaries that already exist between town and gown. We need to make sure that all our actions offer proof that we’re an enduring, revitalizing presence. We’re here to stay.

CITIZEN SUNY

Volunteer work by our students, faculty, and staff is important, but it’s only the beginning. We want to position SUNY as a national model for higher education citizenship, unleashing the problem-solving energy of our entire system on the challenges our communities face. On each campus, we’ll collaborate with community representatives to identify their most pressing problems and create solutions that promote safe and livable neighborhoods, stable housing, and thriving workplaces. We’ll ensure long-term commitment by building our involvement into the courses and degrees of each SUNY college and university. And we’ll establish a SUNY center for community engagement to gather, analyze and share research, data, and experiences in civic engagement to make the most of our collective knowledge.

SUNY PASSPORT

For sheer wealth of cultural and natural resources, New York truly is the Empire State. Helping members of the SUNY community take full advantage of this bounty can be an important factor in promoting economic development and in retaining talent in New York State. Through reciprocal partnerships among all SUNY campuses, as well as strategic alliances with cultural

institutions, state offices, and local tourism boards, SUNY Passport will offer free or discounted admission to a wide range of natural and cultural attractions for students, faculty and staff – making the on and off-campus resources of the entire SUNY system available to every student, faculty member and staff on each of our 64 campuses. The more we encourage people to enjoy everything the *entire* state of New York has to offer, the more likely they are to put down roots here—and serve as unofficial New York ambassadors to the rest of the world.

SUNY COMMUNITY EXCHANGE PROGRAM

There's no question that study-abroad programs and sabbaticals have lifelong value and promote genuine global citizenship. But we believe that domestic experiences can be just as revelatory, especially in a state as geographically, economically, and demographically diverse as New York. Among the boundary spanning possibilities: semester- or even year-long academic exchange programs for SUNY students among our campuses, and “reverse internships” for faculty in local businesses. By encouraging this kind of direct cross-fertilization, we can deepen our reserves of empathy and understanding, make sure good ideas travel widely, and create a stronger knowledge network. We can literally learn a lot from one another.

[BOX]

DIVERSITY COUNTS

SUNY campuses bring together all kinds of learners with different personal histories and heritages. But it's when they venture into their local communities that many of our students encounter diversity in its most enlightening and rewarding forms. We will encourage those experiences by expanding our service learning programs that connect our students with people of different races, ethnicities, ages and economic backgrounds. A student may join forces with a group of veterans to build a memorial or with the elderly in a nursing home. Service learning creates bonds of fellowship, erodes stereotypes, and deepens our commitment to civic responsibility.

[GLOBAL]

SUNY AND THE WORLD

If you look around our campuses on any given day, it quickly becomes clear that we have succeeded at bringing the world to SUNY: taken together, our campuses comprise one of the most diverse learning communities in the nation. Our system is doing an extraordinary job attracting adventurous and ambitious people from every possible background and around the world. In the international race for talent—the most fiercely contested race in the 21st century—we’re off to a running start.

But impressive demographic percentages by ethnicity or nationality aren’t enough. We must ensure that SUNY remains a beacon for talent worldwide. And once that talent is here, we need to retain it in our state. Most important, we need to think of diversity in terms of the energy and perspectives that it represents, and put it to work in new ways—for example, in partnerships with domestic companies that are struggling to adapt to new global realities.

Without forsaking our New York roots, we can transform SUNY into a transnational enterprise of the highest order—a ubiquitous knowledge generator and provider, and a leader in the democratization of information.

BUILDING OUR GLOBAL TALENT POOL

In the globalized economy, students with a broad cultural and international perspective have distinct advantages. To create a globally-minded student body, we must increase the number of students with international exposure. Not only will we send more of them abroad, but we will also increase the pool of talented foreign students studying on our campuses, sending recruitment agents abroad to draw the best talent to our campuses. We will also develop incentives for foreign students to remain here in New York State after their studies end. The lessons of Silicon Valley should not be lost on us: more than half of Silicon Valley start-ups were founded by immigrants over the last decade—businesses that employed 450,000 workers and in 2005 had sales of \$52 billion.

SUNY DIPLOMACY

SUNY is already at the table for some of the world’s weightiest discussions: many of our campuses have long and direct relationships with foreign governments, multinational corporations, and large non-governmental organizations (NGOs). We need to look at these relationships more strategically and use an outcome-driven framework to grow them. How can we bring them into greater focus? What other capacities can we tap throughout the SUNY system that will widen and deepen the connections? We also need better measurements of SUNY’s global reach through initiatives like a database that tracks alumni business activity around the world. We can become a global convener at a level few academic institutions anywhere can match.

OPEN SUNY

Building on the SUNY Learning Network and other highly effective online initiatives, OPEN SUNY has the potential to be America’s most extensive open learning environment. OPEN SUNY will become the online portal for thousands of people worldwide seeking a foothold in

post-secondary education - from soldiers of the 10th Mountain Division in Afghanistan to new immigrants with foreign educational credentials to overseas students who can't afford in-person American study. No small number of these students could eventually enroll in our degree-granting institutions. What's more, a flexible tuition structure will make OPEN SUNY more competitive with the for-profit, out-of-state providers who currently dominate the adult education market.

[BOX]

DIVERSITY COUNTS

All students, regardless of where they come from, must be widely knowledgeable about the world. Unfortunately, minority and low-income students often miss out on the opportunities to develop cultural fluency. SUNY will redress this by creating more accessible and affordable opportunities for these students to gain firsthand international experience, including programs for study abroad, work abroad, and foreign teaching internships and assistantships. By making these experiences a key feature of every SUNY education, we will instill across the system not only global thinking but a deeper appreciation for the nuances of cultural difference.

[TACTICAL PROMISES]

BUILDING A BETTER SUNY

The goals we've set for ourselves bring with them serious challenges. That's what makes them worthwhile. But there is no bigger challenge than earning and keeping the public trust.

Fortunately, we stand on solid ground—our more than 60-year history as a system of educating New Yorkers from all walks of life. But citizens are justifiably weary of the failings of public institutions and wary of promises. The call for accountability has never been louder. SUNY must make significant changes in the way we operate—and must deliver results in more meaningful and measurable ways—to show that we mean what we say.

A more effective SUNY demands we hold to these standards:

Action trumps everything.

There's an old and unfortunate truism about academia: "When all is said and done, more is said than done." We are determined to overturn that conventional wisdom. The only way an enterprise like SUNY can prove the power of its vision is to act on it. We must be willing to experiment, be nimble, take risks, think on our collective feet, and, occasionally, fail. We're going to have to draw on the deepest reserves of our patience and persistence. But we will get our ideas to market—and sooner rather than later.

Credibility is a product of inclusiveness and transparency.

We've spent the past ten months collecting information, gathering ideas, and taking account of the expertise and insights of hundreds of people through town hall gatherings, community meetings, working groups, and expert panels. Equally important, we've communicated what we are doing as widely as possible and sought the broadest input as we've made strategic decisions, defined our priorities, and refined our goals. The openness and accountability that have characterized this process will remain our standard.

Data drives decision making and holds us accountable.

Achieving the goals of this Strategic Plan will only be possible if we commit to the ongoing measurement of our progress—and if we resist the all-too-human impulse to move the goal posts when the results aren't to our liking. SUNY already generates a vast amount of information related to performance and progress, but we can still be better and faster in capturing data, extracting actionable value, and disseminating what we learn widely and regularly. A culture of data-driven accountability is one of the most enduring legacies we can leave for those who will reinterpret SUNY's goals for succeeding generations.

[CONCLUSION]**THE NEXT HORIZON**

This Plan began with an unprecedented meeting of the minds. It reflects the hard work of many people on SUNY campuses and communities: their pride, their thinking, and their ambitions for New York State and our remarkable public system of higher education. Now we once again call on you and all those who have a stake in New York State's future to help SUNY carry this plan forward.

Working across the state as never before, and marshalling the power of our collective intelligence and capabilities, together we will create a New York where:

- Affordable, high-quality college education is a fact of life for every child.
- Energy is plentiful and sustainable.
- Everybody has access to the resources that will improve their health and wellness.
- People can change careers and reinvent themselves as their lives unfold.
- Every community is perpetually invigorated by a wellspring of knowledge and skills.

SUNY was born out of a commitment to opportunity and access, and designed as a system that could meet diverse needs across a vast geographic landscape. It reflects both the 19th century ideas of the land grant mission and a distinctly New York impatience with the status quo. Throughout our history, we've shown a willingness to throw open doors, embrace reinvention and commit to brighter ideals. Our strengths and potential as a system are extraordinary. We are the power of SUNY.